

NITC

The development of the NITC is less a reorganization than an evolutionary step in the process of strengthening our national intelligence effort through greater centralization of control. Centralization offers more efficiency and effectiveness through coordination of effort, and ~~secondly~~, ensures better protection against abuses.

At the same time, this evolutionary step directed by the executive order has been carried out so that it preserves the strong and legitimate interests of the military in our national intelligence effort. They retain their management control over the two principal collection agencies, NSA and NRO.

The area where the DCI's authority is most extended is in the collection field where the costs are the greatest, and therefore the economies and savings can be most, and where the risks of our actions are the greatest, and centralized direction is more important to the country.

Organizationally we have simply divided the Intelligence Community Staff into two bodies, one that handles the budgetary function and one that handles the collection function, thus identifying a single individual responsible for the costs and the risks of collection, and a single individual responsible for ensuring there is an across-the-board look at the collection activities targetted against a specific problem. As it now stands, two or three different people may be responsible, each of whom runs a separate type of collection activity.

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While the Deputy for Collection does not manage the National Security Agency, the DIA, the Reconnaissance Program, [] or the Clandestine Collection Service of the CIA, he does have authority in the Executive Order to direct their day-to-day activities in the collection of intelligence.

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To Date
^ There have been three collection committees representing photo, signals intelligence and human intelligence which were the vehicles through which the orders were given to the various collection agencies. There has not been a component that would look across these three collection committees and try to integrate them into useful strategies so that they will work in a complementary and efficient fashion, nor has there been an adequate capability to evaluate how well the different systems are contributing to the purposes and the priorities which are levied by the consumers to determine what needs strengthening, where there are excess capacities. There are then two new sections being added to the existing committee structure--one to develop cross-discipline collection strategies and one to provide an overall evaluation function to help set the priorities and determine whether requests for new collection capabilities are justified.

In sum, there are three basic things that are going to be done in the NITC. First is the development of cross-discipline collection strategies, or ways to integrate all the collection into a sensible plan. This will be done in the component called the Tasking Center. Second are three offices that correspond with the three committees that exist today. They will take the strategy, translate it into a requirement for a specific

amount of photo, signals intelligence, or humint and then determine which systems are brought to bear and at what time. NITC will then transmit the details as tasking requirements to the organizations actually commanding the system. The third function is the evaluation function. This step is evolutionary. The committees are being retained so as not to lose what we have that is good--teamwork, coordination within each of these disciplinary areas.

This organization is an attempt to rationalize the committee structure, retaining it because of its benefit of bringing all the elements of the community together, but putting it where they logically fit into the line structure.

NITC will be directly responsive to Unified and Specified Command collection needs through DIA.

The NITC will be partially located in the Pentagon to be close to the National Military Intelligence Center and the National Military Command Center for crisis management type activities, and I think that portion of the NITC will likely be located there.

The location of other sections is still under study, but the intention is to avoid excessive fragmentation. Presently part of the committee structure that exists today is in the building on that we occupy as a Community building, and part is in the CIA. 25X1

The functions of the NITC are such that there are demands on the Deputy for Collection Tasking that drive him both to be near the assessment people, the people who tell him what they need. There must be a close interplay with the analysts, and the only national analysts in the NFIP program are these in the National Foreign Assessment Center.

These are analysts who do departmental type work except when they are brought into the national estimating process. There is a great deal to be said for having a part of the collection tasking function co-located with the National Foreign Assessment Center in the CIA building in Langley so that we have this close interplay.

When it comes to crisis management -- and we hope this is the smallest part of the activity -- clearly crises are more likely to be run from the Pentagon. Therefore, in the National Military Command Center area there will be a cell which will be the crisis management section of the NITC. When a crisis occurs, that cell would be augmented by people from collection disciplines that are trained in the area of the world of concern and people with analytical expertise in that same area.

The cell will be co-located with and share facilities of the DOD collection coordinating facility.

Today an analyst or a commander who wants some particular intelligence must go to each one of the three collection committees separately. If a commander or the analyst has a particular need for a specific kind of photo, that is fine. He should and still will have direct access through the committee.

Because of the separation of collection functions however, a given analyst or a given commander may have been accustomed to leaning on one collection method to the exclusion of others. The NITC will provide better service. An analyst or commander can come with his problem and ask for an end product. The NITC will be in the best position to determine how best to get it and assume the burden of focusing all sources on the problem.